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An All-Inclusive Social Media Marketing Strategy Framework for Businesses

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Abstract

Scholar research on social media marketing strategy is limited, thus most businesses deploy their plans based on intuition or trial and error despite the growing importance of social media for commerce. In order to identify and categorize social media marketing strategic actions, this study presents a comprehensive framework. Transactional and relationship marketing are both supported by the framework's behaviors. This study also explores the effect of incorporating social media on the notion of marketing organization and places social media marketing strategy and strategic actions within the context of the marketing organization theory. This research provides important theoretical insight into the practices of social media marketing and the implementation of social media marketing strategies in businesses. The study also offers suggestions for how customer-focused, market-driven businesses may get the most out of social media marketing.

Keywords: Social media; Social media marketing; Marketing strategy; Marketing organization; Marketing organization theory ;; Social media marketing actions.

Introduction

Web 2.0, or second-generation Web applications, have played a significant part in the evolution of social media. Originally coined by O'Reilly (2005), "Web 2.0" is a collaborative and user-generated model for creating and distributing content and applications online. In social media, often known as social networking sites, the content is king, with users playing a significant role in content development. Web 2.0 (Kaplan & Haenlein, 2010) is an umbrella term for a set of Internet-based services that facilitate the production and dissemination of user-generated content. The rise of social media has prompted a change in the nature of Internet content from a one-way form of communication to a two-way, or many-to-many form of communication. Companies are increasingly utilizing social media due to the proliferation of such platforms (Tsimonis & Dimitriadis, 2014). However, businesses are unsure whether or not social networking is worth the time and money spent on it (Hoffman & Fodor, 2010).

Similarly, companies are cognizant of the need to encourage the development of connections between the value chains in the many sectors in which they operate. As a result, the field of marketing as a whole is undergoing a paradigm shift, moving from a focus on transactions to one on building lasting connections with customers (Hollensen, 2010). The inherent properties of social media, such as interactivity and an emphasis on user-generated materials, have been increasingly recognized by businesses and industries as crucial to supporting market-driven, consumer-oriented organizations. However, many businesses have yet to establish a customer-focused social media strategy (Niessing, 2014) that incorporates branding and marketing on social media. As a result, it's clear that businesses need to improve their management of social media apps in order to successfully incorporate them into their marketing strategy.

Research on the marketing potential of social media is just getting started. Few sources provide a strategic perspective on how businesses might better use and take advantage of social media as marketing tools, despite the existence of scholarly publications, reports of best prac- tices, or anecdotal viewpoints.

This research takes into account the present social media marketing landscape and proposes a conceptual framework for how businesses make strategic decisions regarding social media marketing (SMM) and how they implement their SMM strategy (SMMS). The proposed framework comprises a taxonomy of SMMS operations. The study also evaluates the advantages of using SMMS to relationship and transactional marketing and how well it aligns with marketing organization theory.

This is how the study itself is set up. The theoretical framework and literature survey for the study follow. The study is based on a review of the existing literature on SMMS and social media. Following an overview of the literature, this paper proposes the SMMS framework for businesses and discusses how it relates to marketing organization theory. This study's findings and its theoretical and applied contributions to social media advertising are summarized in the final part.

Research methodology and its theoretical underpinnings

Previous studies of advertising using social media

Marketers and businesses have quickly adapted to the rise of social media by incorporating it into their overall promotional efforts. However, social media marketing strategies have only just begun to receive serious consideration from academic circles.
Academic study of SMM is just getting started. This study of SMM necessitates a thorough literature survey in order to construct its theoretical basis. In this investigation, the authors take a methodical approach to reviewing the literature in order to spot any discrepancies or holes in the current understanding.
The purpose of the literature review is to systematically find and evaluate as many relevant sources as feasible. The major keywords for the initial search were "social media" and "marketing" because of the strong connection between the two fields and the importance of both to a company's bottom line. The term "adoption" is also used in the literature review to capture new information on how companies are integrating and making use of social media as promotional tools. Academic databases such as ISI Web of Science, Scopus, ScienceDirect, and Google Scholar were used for the initial search. There were 147 articles found in the initial search, covering a wide range of fields.

both consumer-facing (B2C) and enterprise-facing (B2B) social media strategies. Only English-language peer-reviewed publications and conference papers were considered for this collection.
The unit of analysis is used as a selection criterion in the first classification of research studies in order to understand the various scholarly approaches to the study of SMM. This is because marketing studies can vary greatly depending on the focus and perspective of the analysis (e.g., consumer-focused vs. organizational-focused). There are three primary categories of research on the use of social media in business and marketing:

1.Some studies have looked at how consumers feel about SMM and how they act in response to it (e.g. Bruhn, Schoenmueller, & Schäfer, 2012; Cha, 2009; Heinonen, 2011; Hutter, Hautz, Dennhardt, & Füller, 2013; Kim & Ko, 2012; Pöyry, Parvinen, & Malmivaara, 2013).
2.Adoption and use of SMM by companies (e.g. Braojos- Gomez, Benitez-Amado, & Llorens-Montes, 2015; He, Zha, & Li, 2013; Hsu, 2012; Jussila, Kärkkäinen, & Aramo-Immonen, 2014; Michaelidou, Siamagka, & Christodoulides, 2011; Phan, Thomas, & Heine, 2011; Rodriguez, Peterson, & Krishnan, 2012; Siamagka, Christodoulides, Michaelidou, & Valvi, 2015; Tsimonis & Dimitriadis, 2014). The focus of these research is on how SMM is perceived by enterprises and how it is used at the managerial, executive, and/or decision-making levels. Research on what compels or inspires businesses to adopt SMM falls under this rubric. In 2013, Lorenzo-Romero, Constantinides, and Alarcón-del-Amo published one such study, and in 2014, Tsimonis and Dimitriadis published another. According to Lorenzo-Romero et al. (2013), small businesses use social media primarily for customer service and networking purposes, while medium-sized businesses use it for customer service and brand-building. Large corporations use it primarily for brand-building. Tsimonis and Dimitriadis (2014) find that the development, popularity, and viral nature of social media, the presence of competitors in social media, and the drive to decrease costs are the most common motivations that lead firms to become involved in social media.
3.Financial and sales results might be affected by SMM (Kumar, Bhaskaran, Mirchandani, & Shah, 2013).

The concept of a "social media mix" is another potential classification criterion that might be applied to the field of social media studies. An organization's social media mix is the collection of platforms, tools, and strategies that result from its decision to use social media (e.g. Weinberg & Pehlivan, 2011). The study finds three distinct subjects based on these criteria:

1.Networking site. This subset of research looks at how and why people utilize various social media sites and apps. The potential impact of the online brand community made possible by social media applications on consumer behavior or business marketing outcomes is a central topic in these research. Brogi et al. (2013), Dholakia and Durham (2010), Laroche, Habibi, Richard, and Sankaranarayanan (2012), Kang, Tang, and Fiore (2014), and Wirtz et al. (2013) are only a few of the articles that belong here. Some further research looks on the development of brand communities in online social networks (Zaglia, 2013). Hsu (2012) investigates Facebook in particular, focusing on how the company incorporates the site's features into its marketing approach. In conclusion, Podobnik (2013) uses Facebook likes and interaction with the brand to identify key performance indicators.
2.Enjoying material found on social media. Included here are studies that investigate the effects of marketing communication containing content created by the brand itself. Hautz, Füller, Hutter, and Thürridl (2014), for instance, compare agency-generated videos and user-generated videos, and the impact on consumer behavior. Chu, Kamal, and Kim (2013) analyze social media users' beliefs, attitudes, and behavioral responses to social media advertising of luxury brands.
3.The ripple effect of people interacting on social media. The impact of social media on its users and the power it has over their relationships are the main topics of these analyses. Heinonen (2011) investigates the information processing and social connection activities of social media users; Khong, Onyemeh, and Chong (2013) center on the impact of the network and the agency of the consumer; and Wang, Yu, and Wei (2012) evaluate the impact of social media peer communication. Other lines of research in this group focus on the spotting and effect of important influencers, market mavens, and opinion leaders in online social media (Booth & Matic, 2011; Freberg, Graham, McGaughey, & Freberg; Li & Du, 2014).

Many potential avenues for future study are hinted at in the literature review. First, there is still a need for the formalization and classification of commercial and industrial SMM strategies; more specifically, it is fascinating to examine how companies construct their SMM strategy and the effects of SMM strategy on the marketing activities of the organization. Second, there is still a lack of study into the effects of strategic actions on marketing performance or the specific SMM activities that make up this discipline. In addition, there are several study possibilities in more specialized areas of marketing, such as relationship marketing; for instance, it is yet unclear how social media might contribute to an organization's marketing performance. Finally, there is a lack of studies examining the connection between organizational behavior and SMM, or the ways in which SMM might inform corporate strategy.

Strategy for Using Social Media in Marketing

Incorporating additional inclusion and exclusion criteria into the results of the literature study on general social media marketing studies is the second step in refining the results and developing a framework for SMM strategy. The findings are then broadened, filtered, and categorized with the use of additional keywords included in the analysis. These terms include "strategy," "action," and "implementation," reflecting the study's focus on conceptualizing SMM strategy and its associated actions.

the words "activity" and "tactic" The use of these terms presumes that they are synonymous or have extremely similar meanings. The term "tactic" is often used synonymously with "strategy" and "action" in marketing literature. According to Varadarajan (2010), there are competing definitions of the "mar- keting strategy" and "marketing tactics" in the literature. These inconsistencies pertain to how product, pricing, placement, and promotion are viewed as a whole in the context of marketing theory and practice. Traditional strategic management literature makes a clear distinction between "strategy" and "tactics," with the former referring to long-term activities with a broad temporal

horizon and a large commitment of resources and the latter referring to shorter-term activities with a narrower focus on fine-tuning the strategy (Hillman & Hitt, 1999). After adding all of the new keywords, a total of 43 scholarly papers were found.

Due to the paucity of research in this area, it is often necessary to borrow ideas and concepts from unrelated disciplines in order to formulate an SMM plan. Literature on marketing management and general corporate business strategy provided the basis for this conceptual framework.

By classifying companies according to their market segmentation, targeting, positioning, and marketing mix, Slater and Olson (2001) create a taxonomy of marketing strategy types. According to Slater and Olson (2001), a company's marketing strategy is a "comprehensive plan for achieving its marketing objectives and satisfying the value requirements of its customers."

Based on previous definitions of business and marketing strategy, this research defines social media marketing strategy (SMMS) as an organization's comprehensive plan to reach its marketing goals and satisfy its target audience via social media platforms. As a result, the company's SMMS is determined by its global strategic decisions.

Differentiating features, functionalities, and traits may be found across each social networking site. As a result, businesses need to take these distinctions into account when they define their SMM initiatives in the social media landscape. Some social media sites, like Instagram and Pinterest, are better suited to sharing visual content than others, and the same is true of the various audiences who frequent these sites (Falkow, 2011).

Two papers from the literature survey, Mergel (2013) and Constantinides (2014), stand out as particularly useful for laying the groundwork for a comprehensive conceptual framework. Mergel (2013) suggests a categorization of social media adoption strategies by organizations based on their actions across various networks. Mergel's work initially focuses on the study of the deployment of social media tactics by public service agencies within the US Federal Gov- ernment, and describes three main types of social media activities/tactics:Representation, a tactic related with the agency's representation on the social media channels. The representation is similar to the conventional "push" methods of the past.

1.Engagement is a strategy that reflects "pull" methods by encouraging engagement between viewers and the agency.

2.Socializing and "mingling" are strategies that try to maintain a low profile and actively listen to the public (a passive strategy).

Mergel's research provides a solid foundation for comprehending institutional behavior in SM, but it is insufficient for describing the strategic moves made by businesses, especially with regards to their advertising efforts.

Constantinides (2009, 2014) takes a different tack by categorizing SMM activities for businesses based on the numerous social media apps and how they relate to marketing goals. According to Constantinides, companies can take either a passive or active approach to using social media as part of their marketing plan. The listening-in strategy entails monitoring social media platforms for feedback and market intelligence rather than actively engaging with users. The proactive method, on the other hand, involves utilizing the following social media apps for promotional activities:

1. 1.Tools for advertising and public relations.
2. 2.Influential public figures who are also enthusiastic about the goods they're selling.
3. 3.Online stores that let customers tailor their shopping experiences and create unique products
4. Customer participation in ideation, product testing, and marketing strategy development.

Constantinides's research offers some useful insights, but it does not provide an examination of the many SMM activities or actions that are included into the marketing and integrated strategies of the firms.

Additional research on this topic is provided by Tsimonis and Dimitriadis (2014). To help businesses determine their social media direction, Tsimonis and Dimitriadis suggest a series of steps. Their

examination of the companies' social media usage, the activities they engage in on these platforms, and the benefits their target demographic sees from using these tools informed their recommendation. Despite their efforts, however, a comprehensive study of social media activities and tactics that shed light on the translation of SMMS into practice is lacking. In 2014, Ananda, Hernández-Garca, and Lamberti take the initial steps toward conducting such an investigation. Based on the work of Constantinides (2009) and Mergel (2013), Ananda et al. (2014) develop a framework for SMMS. However, this framework has some gaps, such as its inability to account for business-to-business marketing and its failure to fully elaborate the tactical operationalization of strategic decisions in social media.

Consideration must also be given to the paradigm shift to relationship marketing that occurred in the early 1990s (Grönroos, 1991, 1994) when developing the proposed framework. According to Grönroos, there is a spectrum from transaction marketing on one end to relationship marketing on the other.

Fig. 1 – Elements of the marketing organization (Hult, 2011).

marketing. According to Grönroos (1994), the marketing mix plays a more supporting role in relationship marketing than it does in transactional marketing, which relies heavily on interactive marketing. Recognizing that firm and market characteristics might influence marketing techniques, Coviello and Brodie (1998) argue that frameworks should strive to integrate both methods. Lamberti and Noci (2010) classify businesses into three distinct groups based on their marketing strategies, while Coviello, Brodie, Danaher, and Johnston (2002) propose a hybrid transactional/relational marketing approach in which some businesses try to strike a happy medium between the two extremes.

1) Businesses engaging in transactional marketing. Customer acquisition and standardization of customer interactions and retention techniques are the primary goals of their marketing efforts.

Those businesses who practice "relational marketing" prioritize long-term partnerships with their clientele and the smooth running of their supply chain over short-term profits.

Third, there are "transactional/relational" (hybrid) marketing firms, where relationship- and transaction-focused strategies coexist.

Because of technological progress, there are now more chances for communication between businesses and their clients, among clients, and among businesses themselves (Ramani & Kumar, 2008). According to Ramani and Kumar (2008), a

company's level of customer empowerment is a reflection of the extent to which it gives customers the means to (1) interact with the company and influence the nature of transactions and (2) interact with one another and collaborate on matters related to the firm's products, services, and policies. This is consistent with the concept of social media, which may be used to build stronger ties with customers. Pentina and Koh (2012) demonstrate that SMM is seen by businesses as a tool to facilitate consumer engagement, enhance customer assistance, and collect customer feedback. The "social-CRM house" proposed by Malthouse, Haenlein, Skiera, Wege, and Zhang (2013) suggests that a company's approach to the traditional components of CRM—customer acquisition, customer maintenance, and customer termination—is affected by, and in turn influences, the level of interaction of consumers via social media.

Hult (2011) elaborates the concept of marketing organization within the context of Marketing Organization (MOR) theory, which is based on the idea of relationship marketing and the interactions of the company within and outside the borders of the organization. As shown in Figure 1, a marketing organization coordinates and executes all marketing efforts, both internal and external to the company, to meet the requirements of all stakeholders.

MOR theory is predicated on the idea that marketing actions, rather than the marketing department or marketing function, are the primary emphasis of modern marketing. As can be seen in Fig. 1, the overall framework consists of four interconnected parts: (1) marketing activities (internal, external, and boundary-spanning activities); (2) customer value-creating processes (product development management; CRM; and SCM); (3) networks (internal, vertical, intermarket, and opportunistic); and (4) stakeholders (primary and secondary).

The basic assumption of Hult's (2011) framework is that an organization's superior and distinctive capabilities directly influence the success of its marketing efforts (Day, 1994). Day (1994) defines a market-driven company as having three distinct capabilities: internal, external, and spanning. Inside-out processes involve the use of an organization's own resources and skills, such as research and development, production, financial management, and supply chain management. By predicting market needs before competitors and building long-lasting relationships with consumers, channel members, and suppliers, businesses are able to compete in today's market thanks to outside-in operations, which link the processes that define the capabilities of the organization to the external world. Market sensing, customer connection, and channel bonding are the three key processes that make up outside-in activities. Capabilities that cross boundaries combine actions from within and outside a system. Among the many important tasks included in the spanning process are strategy formulation, the purchasing procedure, the creation of a customer service system, the delivery of that system, and the creation of an entirely new product or service.

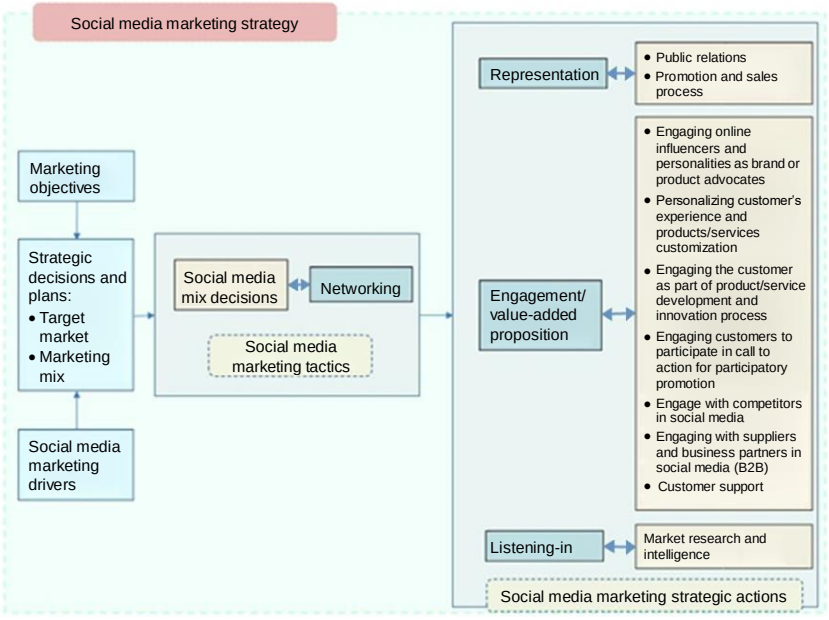
Social media marketing strategy
Marketing objectives
Strategic decisions and plans:
• Target market
• Marketing mix
Social media marketing drivers
Social media mix decisions
Networking
Social media marketing tactics
Representation
• Public relations
• Promotion and sales process
Engagement/ value-added proposition
• Engaging online influencers and personalities as brand or product advocates
• Personalizing customer's experience and products/services customization
• Engaging the customer as part of product/service development and innovation process
• Engaging customers to participate in call to action for participatory promotion
• Engage with competitors in social media
• Engaging with suppliers and business partners in social media (B2B)
• Customer support
Listening-in
Market research and intelligence
Social media marketing strategic actions

Fig. 2 – (Networking, Representation, Engagement, Listening-in) framework for SMM.

: a framework for SMMS

From the standpoint of the social media mix, a literature analysis on SMM activities proposes three pillars for a company to consider as it builds and develops its SMM strategy. To begin, there are the social media mix decisions that determine which platform a business should use for its marketing efforts. Second, how users' exposure to content on social media platforms affects their perspectives and actions. Third, the contagious nature of social media's influence, which can have an effect on users' mindsets and, by extension, their choices. Marketers can boost the effectiveness of their efforts to persuade consumers by tapping into the influence of key opinion leaders operating inside a certain social (media) network.

Through a literature survey of SMM-related sources and general business strategy literature, this study develops a framework for SMM strategy and actions. According to Slater and Olson (2001), SMM involves making choices in three main areas:

One: market targeting, positioning, and segmentation.

Second, establishing a niche using the marketing mix.

Thirdly, a blending of social media platforms.

Based on what we learned in the preceding part, Fig. 2 shows the conceptual framework for SMMS and the categorization of the related strategic actions in relation to social media and marketing. There are primarily three unspoken divisions of tactics at play here. The first is the long-term goals and plans of the companies; the second is the short-term strategies, or the operationalization of the strategy within the social media mix; and the third is the actualization of the plans and goals of the companies through the development of content across various social media platforms.

Decision makers in a marketing organization opt to install and implement their SMMS to achieve a certain marketing goal for either internal or external reasons. Companies determine their SMM strategies after settling on a target market, settling on a marketing mix, and settling on marketing goals. Actions used to achieve social media mix networking objectives are referred to as "SMM tactics."

Examples include events that get people talking about a brand or business and put companies in touch with their target market. Thus, SMM strategies incorporate the use of various social media platforms and software. Following deliberation and decision-making, businesses can implement their chosen social media strategies. SMM behaviors can be broken down into three broad classes: representing, engaging, and listening.

One aspect of representation is the use of social media to disseminate promotional materials for the company's profile and its wares.

Customer relationship management, one-to-one marketing, customer empowerment, customer support, personalized information, product customization, and customer loyalty programs are all examples of marketing activities that focus on interaction with customers, add value for them, and generate benefits for the company (Müller-Lankenau, Wehmeyer, & Klein, 2006). Business-to-

business (B2B) interactions involve parties all along the supply chain (supplier, manufacturer, retailer, and consumer).

partners in business, including retailers (Jussila et al., 2014; Rapp, Beitelspacher, Grewal, & Hughes, 2013).

Third, listening-in enables a passive approach to social media engagement for the purposes of market research and intelligence, such as the analysis of social media contents and conversations (share of voice, sentiment, gaps, trends, opportunities, etc.) and the spotting of relevant actors and influencers.

Each of these three broad classes of behavior can be broken down into ten distinct types:

1. Representing

Marketing communications with the goal of gaining public support and understanding (Hollensen, 2010).

1.2 Marketing communication and business sales through advertising, sales promotion, and direct marketing.

Value proposition/engagement

2.1 Using prominent Internet figures to sway public opinion and win over new clients. For instance, establishing relationships between brands and influential users of social media (Constantinides, 2009, 2014).

2.2 Making it possible to tailor products and services to individual users. By allowing customers to tailor their online experiences and purchases, these initiatives hope to forge closer links between businesses and their clientele (Constantinides, 2009, 2014).

2.3 Incorporating the input of customers into the design and improvement of products and services. Customer input, creativity, and new ideas are sought after in order to improve products and services through these methods. Having customers participate in the customization process is another approach to tap into their expertise and originality. In contrast to the first group, this second set of behaviors allows enterprises to make the personalized versions of their items available to additional buyers.

Involving buyers in promotional activities as active participants. Competitions, quizzes, and contests fall under this heading since they encourage customers to get actively involved in the promotional process. Offering discounts or other rewards to customers who post positive reviews on social media is one such approach (Parent, Plangger, & Bal, 2011).

2.5 Interacting with rivals on social media platforms. This form of interaction describes when a business reaches out to its rivals on social media for the express purpose of learning more about them and their strategies (e.g. Bianchi & Andrews, 2015).

2.66 Help for the patrons. The goal of these social media-based endeavors is to encourage customers to voice their opinions and thoughts prior to and after a sale is made (see, for example, Andzulis, Panagopoulos, & Rapp (2012); Lorenzo-Romero et al., 2013).

interacting with vendors and other companies as part of business-to-business transactions (see, for example, Michaelidou et al., 2011; Rapp et al., 2013).

Listening in, Third

Insight into the Market, 3.1.1. Listening in on customers' and audiences' feedback is an integral part of market intelligence. When developing a value proposition and deciding which markets to focus on, marketing research is crucial (Slater & Olson, 2001).

This conceptualization makes it possible to investigate how marketing activities using a company's or brand's content affect target audiences. In addition, there is a feedback loop between the marketing influence on customer behavior and the firm's marketing strategy decision making. Market intelligence initiatives via social media enable this type of feedback collection and subsequent strategic course correction. A successful SMMS that achieves the company's marketing goals must be driven, as indicated earlier, by the company's strategic decisions regarding market segmentation, marketing and positioning, and marketing mix orientations.

framework and marketing organization

Using Hult's (2011) suggestion as a jumping off point, this section discusses the framework for SMMS and its place in marketing organization theory. Instead of thinking of marketing as a separate function, Hult (2011) proposes looking at it through the lens of cross-functional activities.

As shown in Fig. 3, the various parts of a marketing organization are traversed and interacted with by SMM activities, as suggested by the framework. In this context, SMM encompasses all of a company's internal and external procedures that contribute to the value it provides to customers. Networks whose primary purpose is to satisfy the requirements of stakeholders are also facilitated by SMM activity. The layout of its (social) networks and the responsibilities of its stakeholders determines the extent to which SMM operations alter these characteristics.

It is clear from comparing Figs. 1 and 3 that the introduction of social media into the marketing organization causes a radical shift, promoting and reinforcing inter-relationships among the various aspects of the marketing system. To begin with, top management must provide the foundation for SMM implementation by making strategic choices that are consistent with the company's target market and marketing mix. The many options affect the feasible network topologies, the customers' stake in the business, and the defining of the value generating processes for those customers.

In addition, the organization must make strategic decisions regarding the social media mix variables, such as which social media platforms to use, before launching SMM actions. In addition, businesses need to think about whether or not each medium or social media channel has any specialized applications or features (such as video, music, commercial apps, etc.) that meet their requirements. The company will be guided in identifying the main players in their social networks by these tactical judgments on social media.

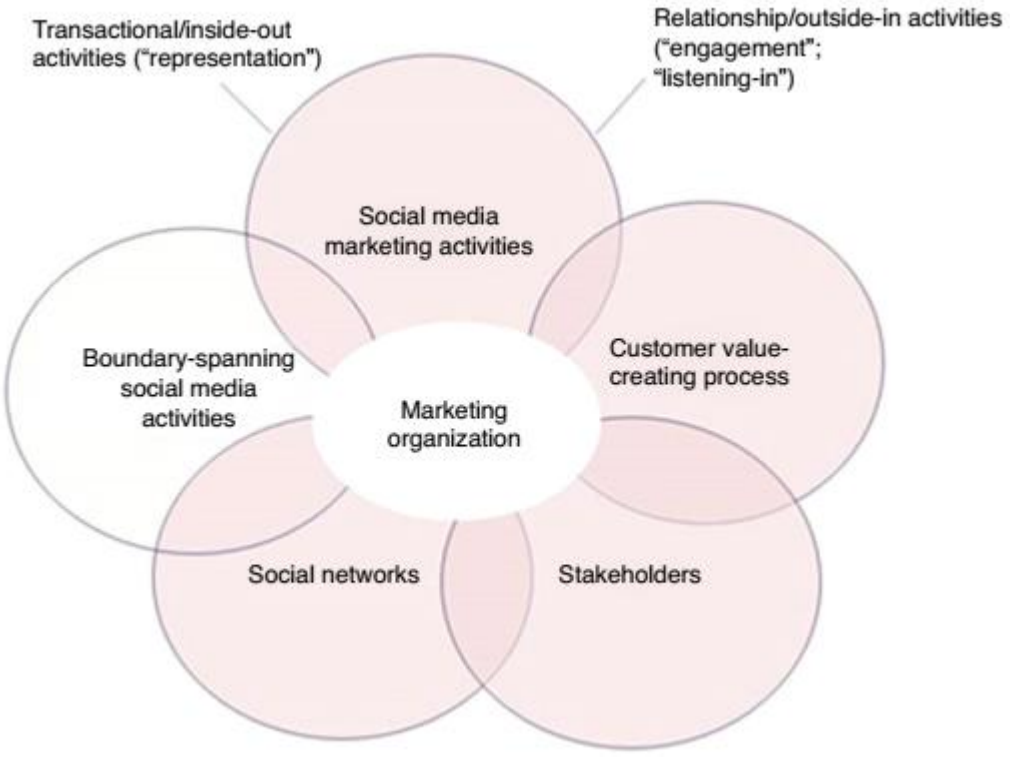

Fig. 3 – Impact of social media in the marketing organization.

The resulting arrangement of social networks greatly affects the ways in which actors in the network are able to communicate with one another. In contrast to traditional or other online media, social media encourages participation from a wide range of people (Peters, Chen, Kaplan, Ognibeni, & Pauwels, 2013). Thus, a brand is analogous to every other actor in a network in that it functions as a node. A brand is not a top-down hierarchical entity with monopoly power over the dissemination of promotional materials. According to Brown, Broderick, and Lee (2007), each member of an online community shares knowledge and learns from others. Therefore, the roles and relative influence of each stakeholder are defined by the configuration and structure of the social networks. According to Peters et al. (2013), a social medium's network topology can be described by the following network dimensions:

Number of participants/degree of localization are examples of size.
Homophily, multiplexity, mutuality, and network closure are all examples of connections.
Thirdly, dispersions (including centrality, density, distance, and the strength of ties).
4. Disaggregation (using metrics like clustering coefficient and betweenness).

The marketing department is defined by the activities it undertakes. The framework's representation actions (such as public relations and the promotion and sales process) are similar to the idea of inside-out marketing activities in that they aim to convey the organization's internal strengths to its target market. The majority of jobs in representation are typical of transactional marketing strategies. Shared social media success stories (Andzulis et al., 2012), customer appreciation material (He et al., 2013), and social media advertisements (Curran, Graham, & Temple, 2011) are all examples of representational activities.
On the other side, SMM initiatives focused on encouraging participation link an organization's internal operations with the wider world. That's why they're so similar to a company's or a firm's external capabilities. Engaging online influencers (Saravanakumar & SuganthaLakshmi, 2012), getting customers to talk about their brand experiences (Phan et al., 2011), and communicating, collaborating, and sharing best practices with business partners (Jussila et al., 2014) are all examples of strategies with the long-term goal of fostering relationships with customers, end-consumers, channel members, and the entire value chain.

The practice of perceiving the market from the outside in can be complemented by listening in. In line with the idea that market orientation highlights the unique capability of market sensing, this makes sense. To continuously monitor and respond to events and trends in existing and potential markets, the company employs market sensing to learn about customers, competitors, or channel members (Day, 1994). A business can get a leg up on the competition by methodically collecting, analyzing, and using market intelligence gleaned from social media conversations. Relationship marketing strategies have strong ties to active participation and attentive listening.
SMM's features are useful for both transactional and relationship marketing. Naturally, the same holds true for marketing agencies planning to implement hybrid approaches. Transactional marketers, on the other hand, will prioritize representational activities. On the other hand, a business that places a premium on relationship marketing, market orientation, or customer focus will prioritize engagement SMM initiatives in order to

make the most of social media's interactive advertising possibilities and tools.
As can be seen in Fig. 3, the framework's actions do not include those that cross organizational boundaries. According to Day's (1994) interpretation of an organization's scanning skills, cross-functional teams are responsible for delivering on promises made to external and internal customers alike. Within the SMM context, brand or company-generated/induced SMM activities (representation, engagement, and listening-in activities) are what determine the boundary-spanning capabilities of social media activities.
"Social activities" are encouraged by brand-generated SMM actions, as well as the social influence that results from these actions in social media marketing. To establish social networks - with various conceivable structures and configurations, people engage in social activities, which are collective actions related to the technological character of social media. Electronic word-of-mouth (eWoM) communication between network players is facilitated by social networks (Brown et al., 2007; Chu & Kim, 2011). Last but not least, eWoM interaction promotes sway in online communities. Social shopping, often known as social commerce, refers to the practice of making purchases using social networking sites (e.g. Cha, 2009; Stephen & Toubia, 2010). The term "social shopping," also known as "social commerce," refers to the practice of integrating the company's purchasing process with social media marketing activities. This includes allowing users to market, sell, compare, curate, buy, and share products or services in online and offline marketplaces and communities.
However, the architecture has its own restrictions. For instance, it only includes company-initiated strategic SMM initiatives and does not account for activity that cross over into other social network actors. As a result, businesses need to factor the influence of such cross-sector initiatives into their marketing plans.
The framework implies that businesses can make use of the opportunities presented by social media and the unique characteristics of these platforms to strengthen bonds with their clientele, suppliers, and business associates. Even so, there is always the risk of not reacting adequately to consumer or user replies since social media marketing efforts affect and are affected by the social activities coming from interactions with social network actors or users. The way Nestlé dealt with a negative campaign regarding their product is an example of how this could go wrong (Berthon, Pitt, Plangger, & Shapiro, 2012). Conversely, businesses may gain from boundary-crossing social media activities, such as those that contribute to commercial or purchasing processes, provided they are carefully designed and implemented. By working together with the online brand community, businesses can combine other social media activities into customer-value processes like customer relationship management, supply chain management, and product creation.
Companies can only realize the value of their strategic marketing assets through their activities and behaviors, according to the resource-based perspective of the firm (Hult, 2011). As social media continue to grow in importance as marketing tools, businesses can use the framework to determine what social media marketing efforts will provide them with the greatest competitive advantage.
The findings of this research and the proposed framework have important implications for the study of social media marketing.Talk About It

In order to explain how businesses make strategic decisions about social media marketing and how they implement those decisions, the authors of this paper suggest the framework. The framework encompasses both business-to-consumer (B2C) and business-to-business (B2B) marketing, expanding upon existing works on SMM strategy. Marketers are realizing the value of relationship marketing and are turning to social media to fully exploit its potential. Although SMM activities can be especially beneficial to relationship marketing strategies, they are consistent with transactional marketing as well within the paradigm shift toward relationship marketing.
More importantly, the proposed framework is consistent with the marketing organization theory. The study still demonstrates how social media integration can affect the workings of a marketing organization and the relationships between its parts: the parts interact with and cross over one another, resulting to

entangled dimensions. As a result of this shift, the marketing department will have less rigid structures and more fluid, dynamic functional groups or parts.
marketing, especially new approaches to leveraging social media in commercial contexts. also acts as a benchmark against which businesses may evaluate the efficacy of their marketing tactics, allowing them to better understand and capitalize on their unique strengths. Both academics and professionals have a vested interest in understanding what it takes to put a social media marketing plan into practice. There is currently more of a reliance on gut feeling and experimentation than on strategy when deciding how to use social media for commercial reasons. By providing insight into how businesses incorporate SMMS into activities or actions, the framework may aid in the efficient rollout of SMM.
Numerous future study directions can be taken from this work. Initially, more evidence from the real world is needed. Because diverse market orientations may result in distinct SMM activities, ongoing research should focus on testing this framework, with a particular emphasis on sector-specific characteristics. We also recommend more research into how social media marketing fits into the bigger picture of a company's marketing efforts. Researchers are also interested in determining the best ways to leverage organizational resources and distinctive capabilities to make the most of the opportunities presented by social media in order to boost marketing and business performance.

Finally, the framework does not account for every facet of marketing departments. In order to evaluate SMM's impact on marketing and organizational performance, future studies should examine how SMM actions influence the activities and processes of the various marketing organization components.

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